

The NIH Scientific Approach to Inclusive Excellence

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NIH Chief Officer for Scientific Workforce Diversity

Association for Women in Science (AWIS)

October 28, 2021



National Institutes of Health

*Office of the Director
Scientific Workforce Diversity*

diversity.nih.gov

Areas To Be Addressed

- Why diversity matters
- Threats due to COVID-19
- Opportunities

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The Need for Diverse Perspectives in Science



Why Diversity Matters

More Productive Collaborations

Homophily (researchers publishing with co-authors of the same ethnicity) associated with publication in **lower-impact journals**, with **fewer citations**

Mean and Standard Deviations of Statistics for Multi-Authored Publications

Statistics	Two-authored	Three-authored	Four-authored	Ten-authored
Same ethnicity (All Authors)	0.43 (0.49)	0.15 (0.36)	0.08 (0.26)	NS*
Homophily Index	0.70 (0.25)	0.54 (0.22)	0.46 (0.20)	0.27 (0.14)
Impact Factor	2.32 (2.90)	2.59 (3.00)	2.90 (3.23)	4.57 (4.68)

*NS – Not Stated

Freeman & Huang (2015). Collaborating with people like me: ethnic co-authorship within the US. *Journal of Labor Economics* 33(3): S289-S318.

Why Diversity Matters

Improved Science

A study of 2.5 million scientific papers shows various types of diversity leads to **higher impact factor publications & greater number of citations**

Independent Variables	Dependent Variables	
	Impact Factor	Citation Percentile
Lack of Ethnic Diversity Homophily Factor	-0.153*** (0.042)	-0.833** (0.422)
Geographic Diversity Number of Addresses on Paper	0.044*** (0.006)	0.346*** (0.061)
Information Diversity Number of References on Paper	0.015*** (0.001)	0.400*** (0.012)

Note: Sample presented from PubMed for 4-authored papers. Most findings are similarly significant across 2-authored and 3-authored papers for PubMed and Web of Science.

Freeman & Huang (2015). Collaborating with people like me: ethnic co-authorship within the US. *Journal of Labor Economics* 33(3): S289-S318.

Why Focus on Scientific Workforce Diversity?

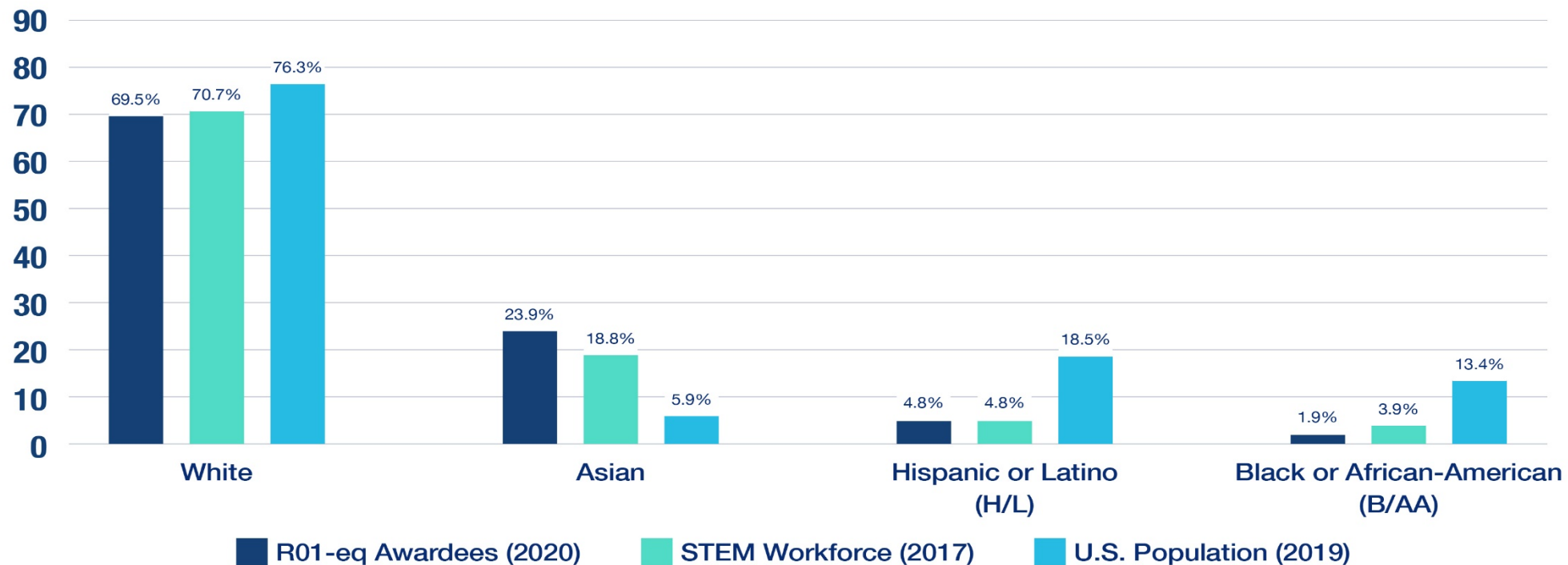
- Bird song was initially a male dominated scientific area
- It was thought that bird song followed particular patterns, based on studies of male birds
- Female scientists found gender-based differences in bird song



Haynes et al. The role of diversity in science: a case study of women advancing female birdsong research. *Animal Behaviour* Volume 168, October 2020, Pages 19-24.

Lack of Utilization of the Full Talent Pool

Racial/ethnic representation among National Institutes of Health R01-eq grantees, STEM doctoral workforce, and U.S. population (2017, 2019, and 2020)



Sources:

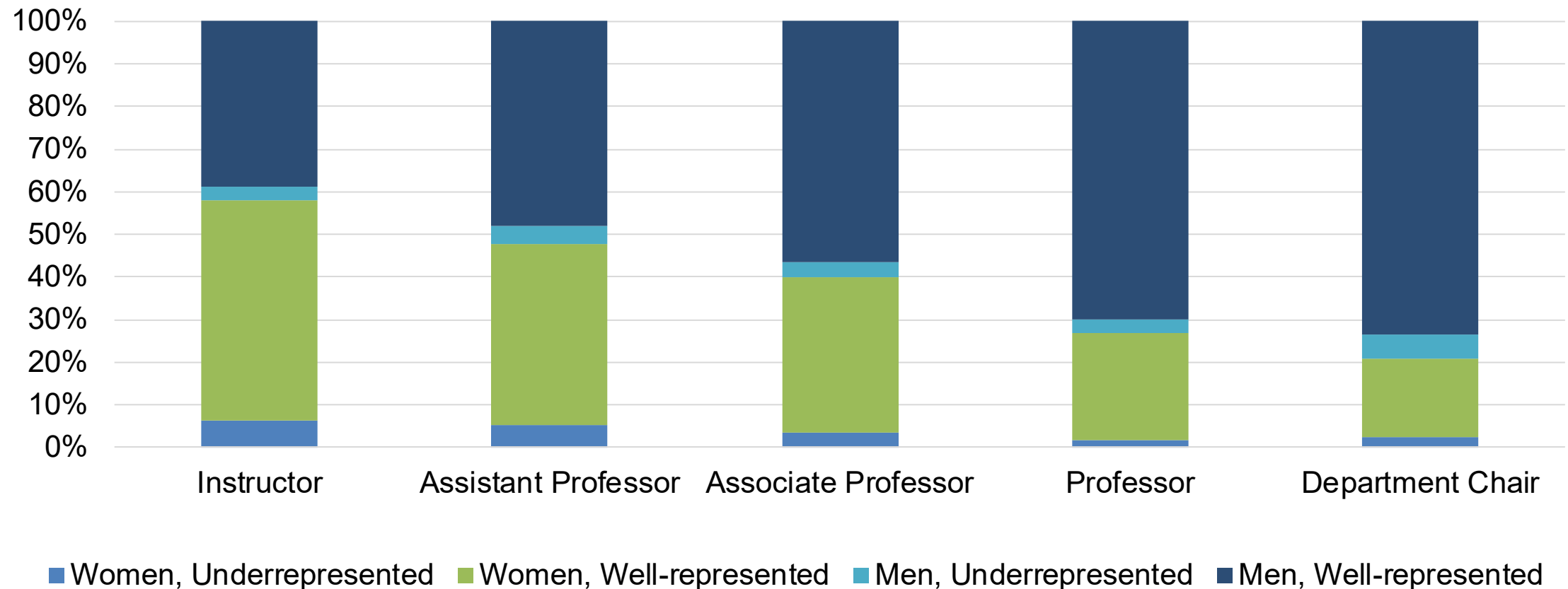
National Institutes of Health, Chief Officer for Scientific Workforce Diversity, 2021 Progress Infographic. Accessed August 2021 from: https://diversity.nih.gov/sites/coswd/files/images/NIH_SWD_2021_Progress_Infographic_Release_508.pdf

National Science Foundation, National Center for Science and Engineering Statistics, Survey of Doctorate Recipients, 2017.

US Census, Quick Facts, 2019 Population Estimates. Accessed August 2021 from: <https://www.census.gov/quickfacts/fact/table/US/PST045219>

Diminished Use of the Full Talent Pool Across the Career Spectrum

Proportion of **women** and **underrepresented men** diminishes in more advanced positions along the career path.



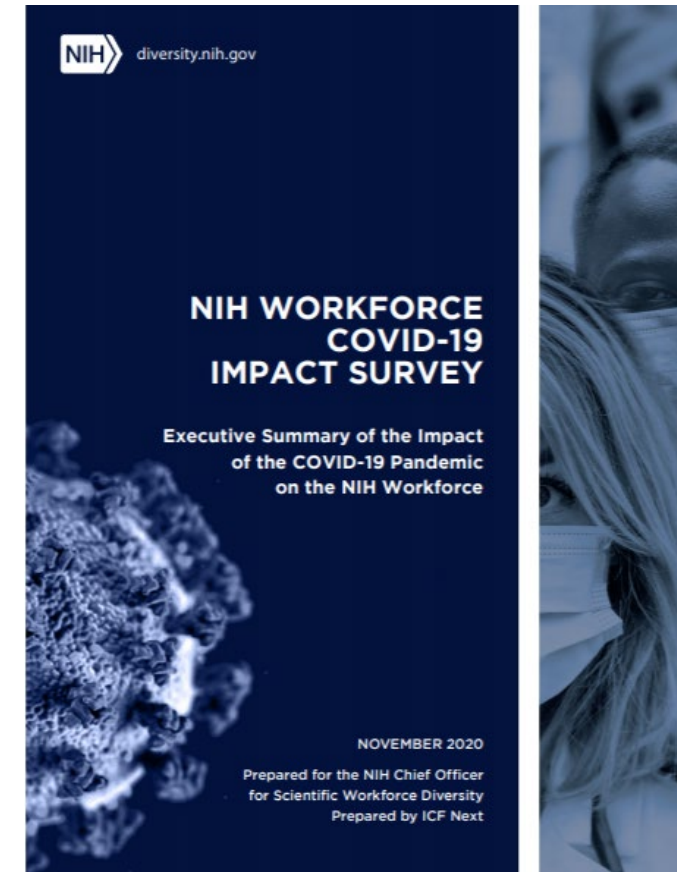
Source: <https://www.aamc.org/data-reports/faculty-institutions/interactive-data/2020-us-medical-school-faculty>

Areas To Be Addressed

- Why diversity matters
- **Threats due to COVID-19**
- Opportunities

NIH COVID-19 Impact Surveys

- NIH assessed COVID-19's impact on the biomedical workforce overall, as well as its own internal staff base.
 - **NIH Workforce COVID-19 Impact Survey (July 2020)**
 - NIH internal workforce
 - **Extramural Institutions Survey (October 2020)**
 - Vice presidents for research and equivalent roles
 - **Extramural Researchers Survey (October 2020)**
 - Individuals supported by NIH research funding
- Questionnaires were developed by the **Coronavirus Survey Development Group**, led by the COSWD Office, in collaboration with OER and several other NIH offices.



[NIH Workforce COVID-19 Impact Survey Executive Summary](#)

NIH COVID-19 Extramural Research Survey Objectives

Institutions

- **What has been the impact of the pandemic on research activities at extramural institutions?**
- **What are the current and expected financial impacts to the institutions, including the research workforce?**
- **How are institutions currently planning for and prioritizing operations?**

Individual Researchers

- **What has been the impact of the pandemic on research productivity for individual researchers?**
- **How do researchers expect their career trajectory to be impacted by the pandemic?**
- **What external stressors are researchers experiencing?**
- **Are institutions providing effective support to researchers?**

Overview of NIH COVID-19 Extramural Research Surveys

Institutions Survey

Sample Selection	Research leader (VP for Research or equivalent): <ul style="list-style-type: none">• Top-funded 1,000 domestic institutions FY2019• Members of the AAMC• Minority-serving institutions
Participants	224 out of 705 invites
Response Rate	32%
Timeline	Oct 7 – Nov 6, 2020

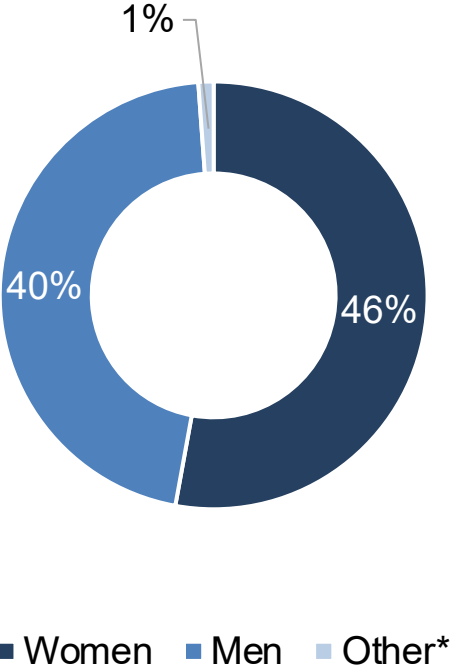
Researchers Survey

Sample Selection	Domestic institutions: <ul style="list-style-type: none">• eRA past two years• Are in a scientific role
Participants	45,348 out of 234,254 invites
Response Rate	19%
Timeline	Oct 14 – Nov 13, 2020

***Note:** Missing data are excluded from the percentages shown throughout the analysis. Only percentages with more than 5 respondents are shown to protect privacy.

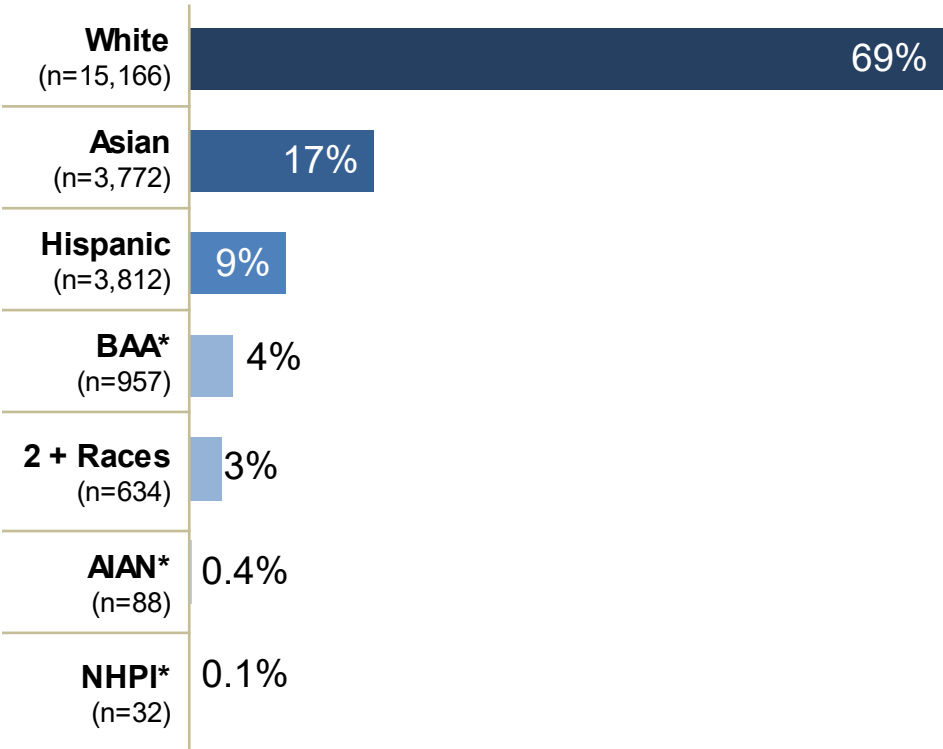
General Demographics

Gender Identity n=42,389



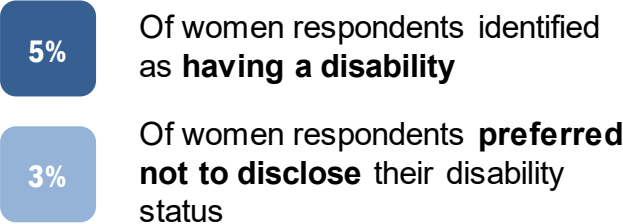
* The “other” category includes transgender man, transgender woman, genderqueer or gender non-conforming, questioning, and something else.

Race and Ethnicity Among Women n=21,085

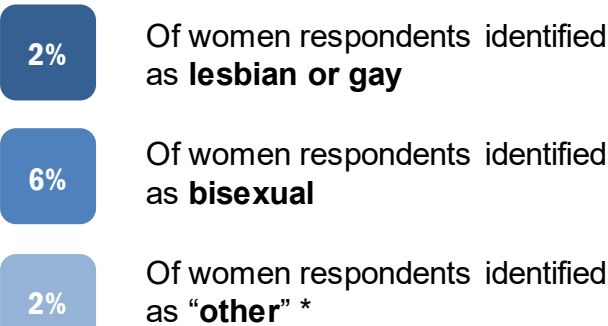


***BAA** = Black or African American **AIAN** = Alaska Native/American Indian, **NHPI** = Native Hawaiian/Pacific Islander; All percentages are out of valid totals, with missing values removed.

Disability Status n=21,733



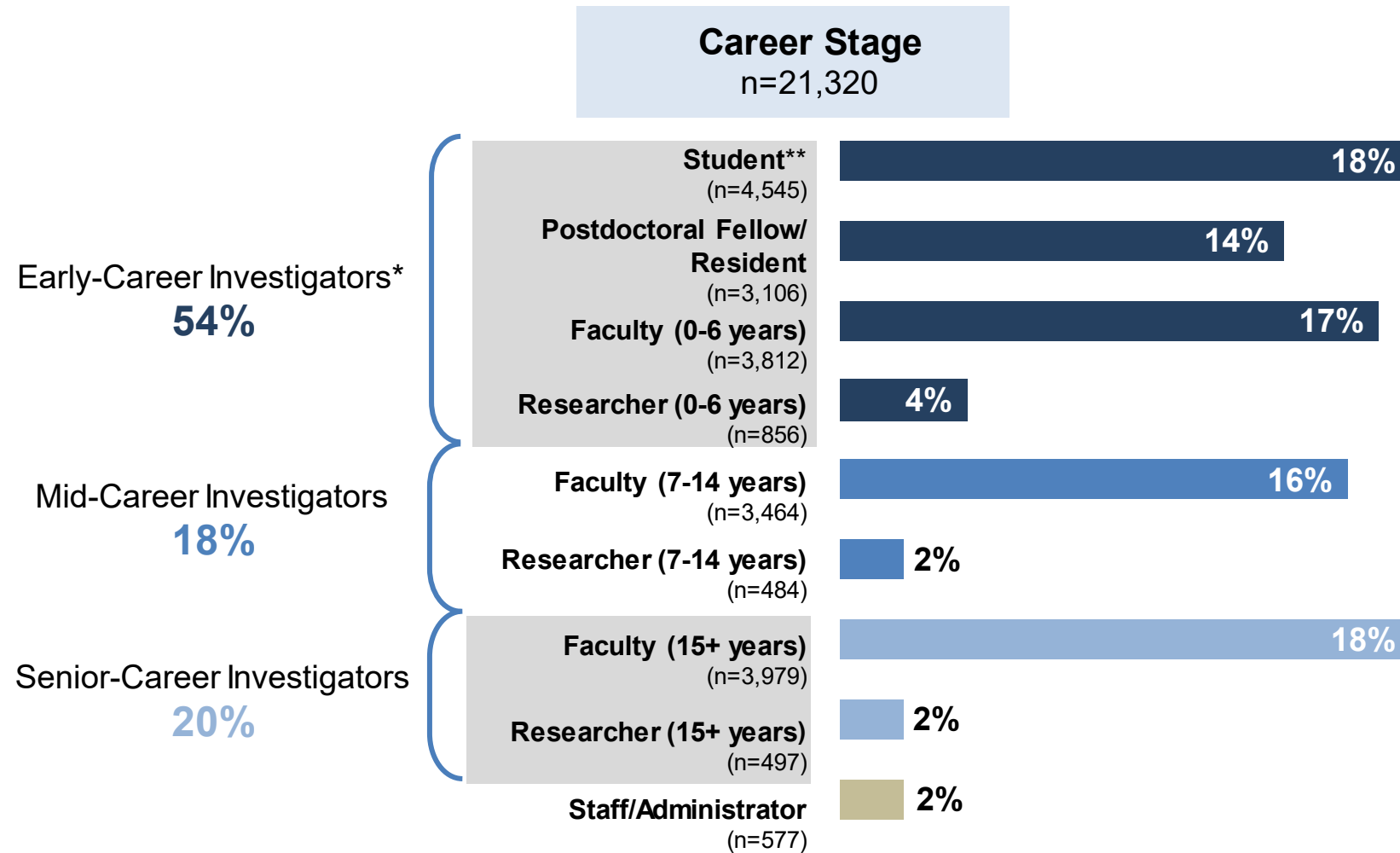
Sexual Orientation n=21,743



* The “other” category includes asexual, questioning, and something else.

Note: Missing data and N/A responses are excluded from the percentages shown throughout the analysis. Only percentages with more than 5 respondents are shown to protect privacy.

Professional Demographics



Primary Type of Research n=21,813

54% Laboratory-based research

19% Clinical research

11% Epidemiological/public health research

7% Sociological/community-based research

5% Computational research

*The "Early-Career Investigator" category includes graduate students, postdoctoral fellows, faculty zero to six years after residency or postdoctoral fellowship, and researchers zero to six years after residency, postdoctoral fellowship, or last advanced degree.

** The "Student" category includes undergraduate students, graduate students, and medical students.

High-Level Findings – Extramural Researchers Survey

Professional and personal impact of the pandemic by gender identity

Proportion Reporting...

Sections:	Section #2	Section #3	Section #4	Section #4	Section #5	Section #6
Response to Key Questions:	Pandemic will have Negative Impact on Career Trajectory	Lower Job Productivity	Societal / Political Events Negatively Impacted Mental Health	Personal Mental/ Physical Health Negatively Impacted Productivity	Caretaking has made it Substantially More Difficult to be Productive	Organization was Supportive in Helping to Remain Productive*
All Respondents	55%	78%	69%	42%	46%	44%
Gender Identity						
Men (46%)	55%	79%	63%	35%	42%	46%
Women (53%)	55%	77%	76%	48%	50%	42%
Other (0.7%)	59%	79%	85%	81%	42%	33%

***Note:** For certain dependent variables, higher percentages correspond to a more negative impact; whereas for other dependent variables, higher percentages correspond to a less negative impact.

AA = African American, **AIAN** = Alaska Native / American Indian, **NHPI** = Native Hawaiian / Pacific Islander

All percentages are out of valid totals, with missing values removed.

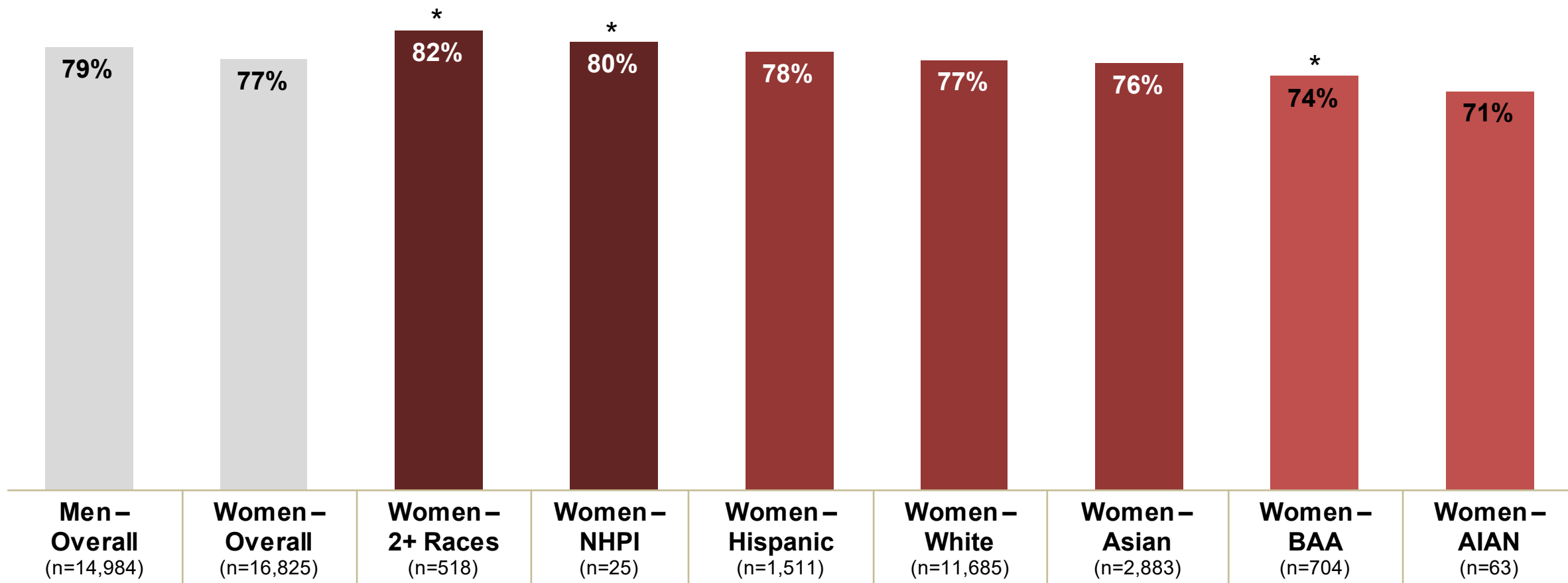
More Negatively Impacted than Overall Average

Less Negatively Impacted than Overall Average

On par with Overall Average

Impact on Research Productivity – Race and Ethnicity

Percentage citing lower than normal productivity, by race & ethnicity (n = 21,051 women)

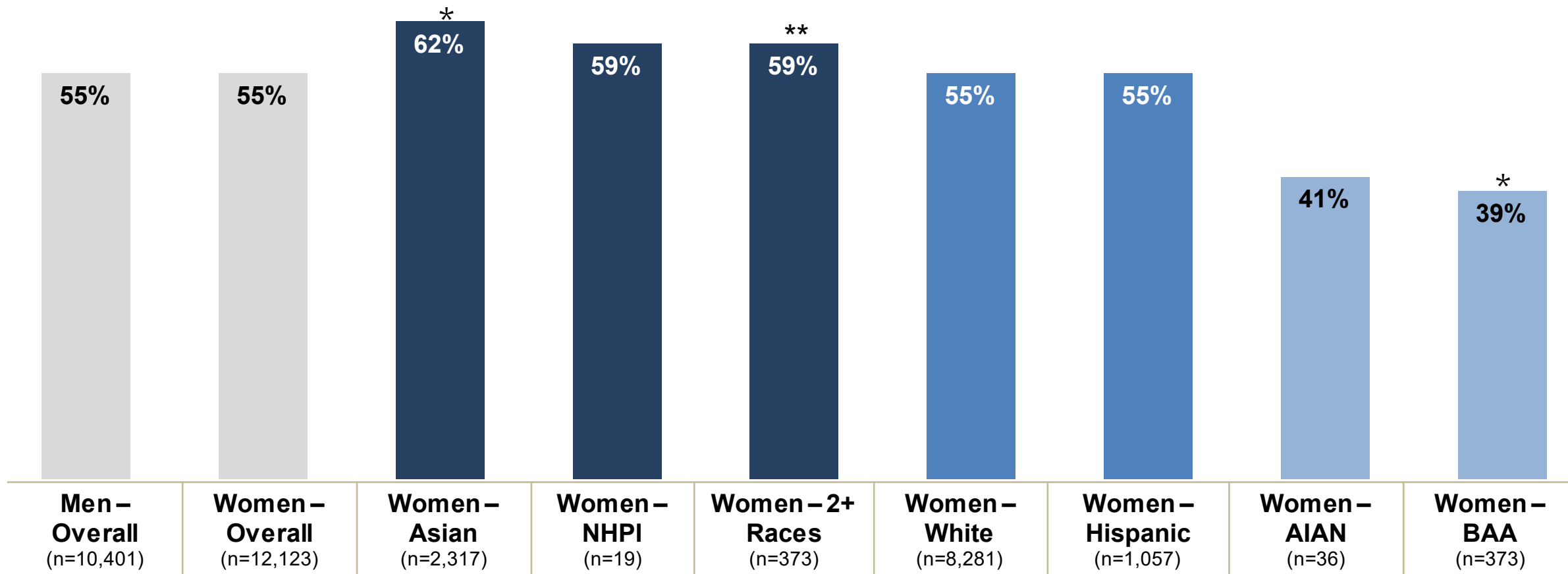


* Statistically significant difference at a $p \leq 0.05$ level vs. women overall

BAA = Black or African American **AIAN** = Alaska Native/American Indian, **NHPI** = Native Hawaiian/Pacific Islander

Impact on Career Trajectory – Race and Ethnicity

Percentage reporting that the pandemic will negatively affect their career trajectory by gender identity overall and by women's racial and ethnic group (n = 21,067 women)



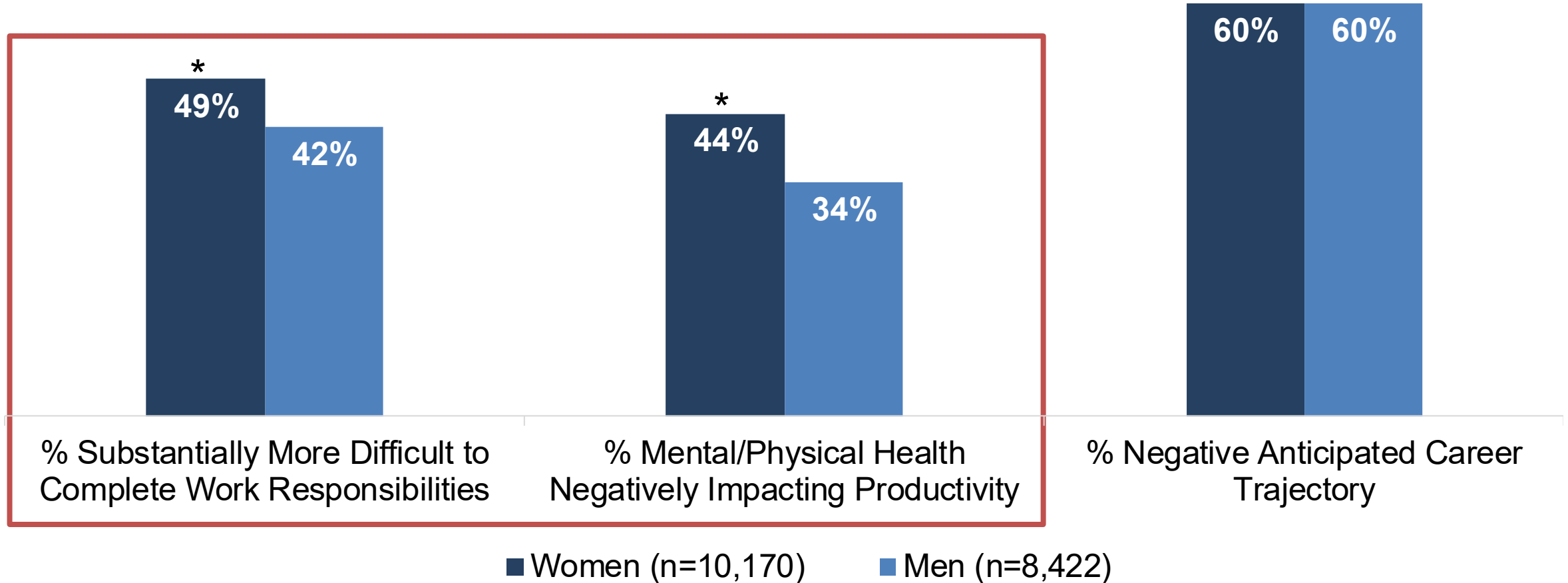
*Statistically significant at a $p \leq 0.05$ level vs. women overall

**Statistically significant at a $p \leq 0.1$ level vs. women overall

BAA = Black or African American **AIAN** = Alaska Native/American Indian,
NHPI = Native Hawaiian/Pacific Islander

Impact of Caretaking – Women and Men

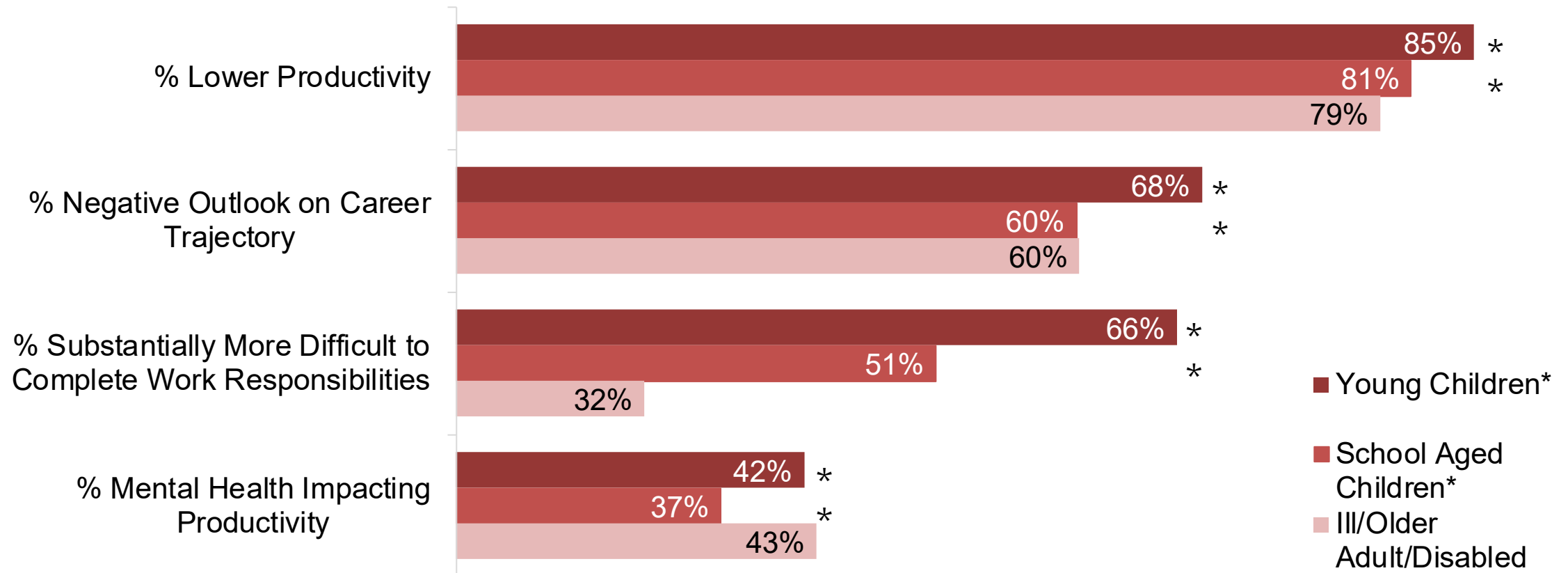
Impact of Caretaking on Key Outcomes by Gender (n = 18,592)



*Statistically significant difference at a $p \leq 0.001$ level

Impact of Caretaking – Type of Dependent

Differences in Key Outcomes Among Caretakers by Type of Dependent (n = 10,141)



*Young children refers to children ages five or younger. School aged children refers to children ages six through 18.

**Statistically significant at a $p \leq 0.001$ level.

BAA = Black or African American **AIAN** = Alaska Native/American Indian,
NHPI = Native Hawaiian/Pacific Islander

NIH Actions

- Childcare Costs for Ruth L. Kirschstein National Research Service Award (NRSA) Individual Fellows - NOT-OD-21-074 - 3/15/21
- F and K award extensions - NOT-OD-21-052 - 2/2/21
- ESI extensions – Extramural Nexus notice - 4/9/20
- R13 and U13 - Identify and publicizing resources for childcare and other types of family care
- Continue to evaluate data and consider policy

*The “Early Career Investigator” category as used in this analysis includes graduate students, postdoctoral fellows, faculty zero to six years after residency or postdoctoral fellowship, and researchers zero to six years after residency/postdoctoral fellowship/last advanced degree.

Areas To Be Addressed

- Why diversity matters
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- **Opportunities**



NIH UNITE Initiative

The NIH UNITE Initiative



- **Events of 2020 brought into sharp relief the ongoing reality of racial injustice in our country, and the responsibility of all of us to address this issue**
- **A series of intense Institute and Center Director meeting discussions were held to identify initial issues**
- **Two self-assembled affinity groups at NIH (8CRE, AA/B Scientists) and the Anti-Harassment SC met with NIH leadership for candid discussions that informed next steps**
- **We have arrived at a shared commitment to address structural racism: we must not allow this pivotal moment to pass**

The NIH UNITE Initiative



- U** Understanding stakeholder experiences through listening and learning
- N** New research on health disparities/minority health/health equity
- I** Improving the NIH Culture and Structure for Equity, Inclusion, and Excellence
- T** Transparency, communication, and accountability with our internal and external stakeholders
- E** Extramural Research Ecosystem: Changing Policy, Culture, and Structure to Promote Workforce Diversity

Initial UNITE Recommendations

- **Publicly commit to identifying and correcting any NIH policies or practices that may have helped to perpetuate structural racism**



Acknowledgement



“

“To those individuals in the biomedical research enterprise who have endured disadvantages due to structural racism, I am truly sorry. NIH is committed to instituting new ways to support diversity, equity, and inclusion, and identifying and dismantling any policies and practices at our own agency that may harm our workforce and our science.”

— Francis S. Collins, M.D., Ph.D., NIH Director

”

<https://www.nih.gov/ending-structural-racism>

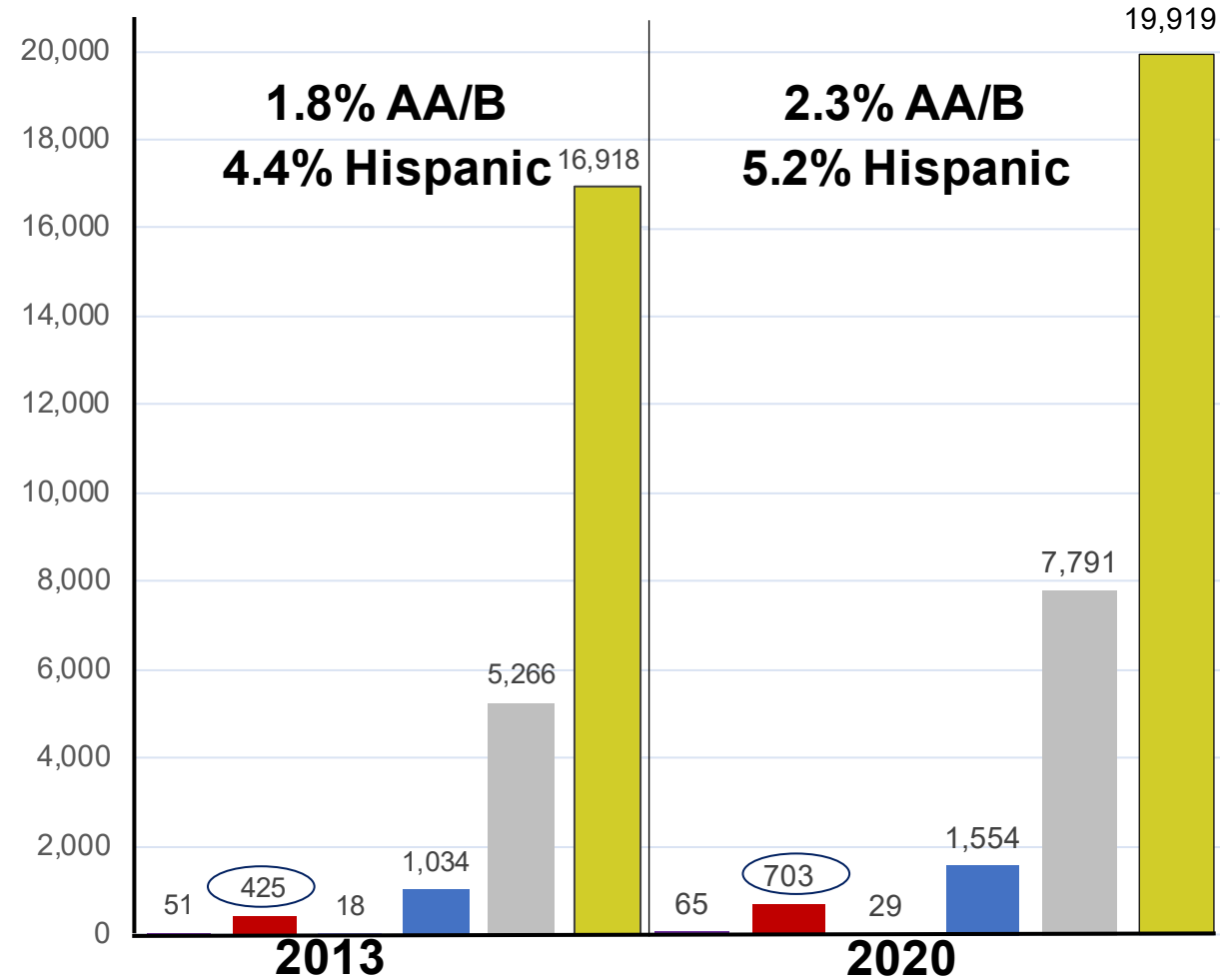
Initial UNITE Recommendations and Actions



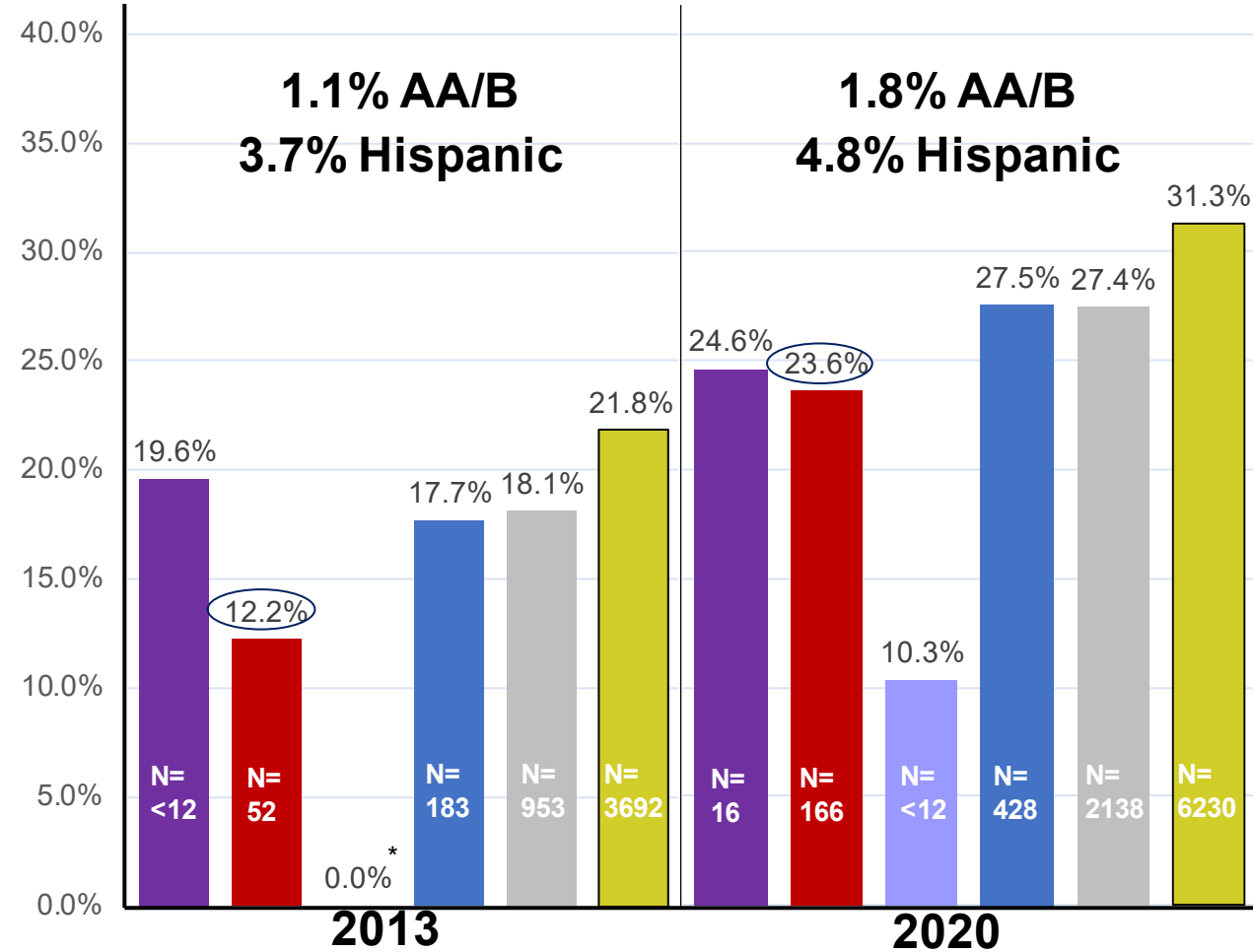
- Publicly commit to identifying and correcting any NIH policies or practices that may have helped to perpetuate structural racism – *Published 3/1/21*
- Continue to aggressively implement approaches to address the “Ginther Gap” and enhance portfolio diversity

R01eq Applicants and Funding Rates Type 1 and Type 2: FY2013 and FY2020 (by Race/Ethnicity)

Number of Applicants



Funding Rates



■ AI/AN ■ AA/B ■ NH/PI ■ Hispanic ■ Asian ■ White

* No Awarded Applicants

Initial UNITE Recommendations and Actions



- Publicly commit to identifying and correcting any NIH policies or practices that may have helped to perpetuate structural racism – *Published 3/1/21*
- Continue to aggressively implement approaches to address the “Ginther Gap” and enhance portfolio diversity - *Ongoing*
- Launch a multi-phased, -tiered, and -integrated Common Fund Initiative focused on transformative health disparities research initiatives to reduce health disparities/inequities

Action



NIH Common Fund Transformative Research to Address Health Disparities and Advance Health Equity – Committed up to \$58M

Two FOAs released 3/26/21: **11 awards announced 10/13/21**

- 1) RFA-RM-21-021 Transformative Research to Address Health Disparities and Advance Health Equity (U01 Clinical Trial Allowed) – **6 awards**
- 2) RFA-RM-21-022 Transformative Research to Address Health Disparities and Advance Health Equity at Minority Serving Institutions (U01 Clinical Trial Allowed) - **5 awards; additional competition FY 22**

Initial UNITE Recommendations and Actions



- Publicly commit to identifying and correcting any NIH policies or practices that may have helped to perpetuate structural racism – *Published 3/1/21*
- Continue to aggressively implement approaches to address the “Ginther Gap” and enhance portfolio diversity - *Ongoing*
- Launch a multi-phased, -tiered, and -integrated Common Fund Initiative focused on transformative health disparities research initiatives to reduce health disparities/inequities – *Implemented*
- Ensure a robust NIH Enterprise-wide commitment to support the NIMHD FOA focused on the effects of structural racism and discrimination on health disparities/inequities; encourage funding levels that are commensurate with overall IC resources

Action



Funding Opportunity Title
Activity Code
Announcement Type
Related Notices
Funding Opportunity Announcement (FOA) Number
Companion Funding Opportunity
Number of Applications

Understanding and Addressing the Impact of Structural Racism and Discrimination on Minority Health and Health Disparities (R01 Clinical Trial Optional)

R01 Research Project Grant

New

None

RFA-MD-21-004

None

See [Section III. 3. Additional Information on Eligibility.](#)

With the commitment of up to \$30.8 M by 25 ICOs:

- Letters of intent due 7/20/21

- Applications due 8/24/21

<https://grants.nih.gov/grants/guide/rfa-files/RFA-MD-21-004.html>

Action – BRAIN FOA

First NIH FOA using Plan to Enhance Diverse Perspectives as a consideration for scoring



Department of Health and Human Services

Part 1. Overview Information

Participating Organization(s)

National Institutes of Health (NIH)

Components of Participating Organizations

- National Institute of Mental Health (NIMH)
- National Eye Institute (NEI)
- National Institute on Aging (NIA)
- National Institute on Alcohol Abuse and Alcoholism (NIAAA)
- National Institute of Biomedical Imaging and Bioengineering (NIBIB)
- Eunice Kennedy Shriver National Institute of Child Health and Human Development (NICHD)
- National Institute on Deafness and Other Communication Disorders (NIDCD)
- National Institute on Drug Abuse (NIDA)
- National Institute of Neurological Disorders and Stroke (NINDS)
- National Center for Complementary and Integrative Health (NCCIH)

Funding Opportunity Title

<https://grants.nih.gov/grants/guide/rsa-files/RFA-MH-21-180.html>

BRAIN Initiative: Reagent Resources for Brain Cell Type-Specific Access and Manipulation to Broaden Distribution of Enabling Technologies for Neuroscience (U24 Clinical Trial Not Allowed)

Initial UNITE Recommendations



- Publicly commit to identifying and correcting any NIH policies or practices that may have helped to perpetuate structural racism – *Published 3/1/21*
- Continue to aggressively implement approaches to address the “Ginther Gap” and enhance portfolio diversity - *Ongoing*
- Launch a multi-phased, -tiered, and -integrated Common Fund Initiative focused on transformative health disparities research initiatives to reduce health disparities/inequities – *RFAs published 3/26/21*
- Ensure a robust NIH Enterprise-wide commitment to support the NIMHD FOA focused on the effects of structural racism and discrimination on health disparities/inequities; encourage funding levels that are commensurate with overall IC resources – *RFA published 3/23/21 with 25 ICOs*
- Develop a sustainable process to systematically gather and make public the demographics of our internal and external workforce

Action – NIH Data by Race/Ethnicity, Disability Status



REPORTS

[Home](#) > [Report Catalog](#) > Report Catalog Results

Search Results for Reports and Statistics

NEW SEARCH

Topic:

Filter by Topic

Admin Institute/Center:

All NIH (Aggregate)

Portfolio:

Extramural Programs

Funding Mechanism:

Filter by Mechanism

Activity:

All (Aggregate)

Variable:

Disability Status

Fiscal Year:

2020

2 records found.

Report Title	Topic	Variable	Start Year	End Year	Format
▶ Research Grant Investigators by Mechanism, Gender, Race, Ethnicity, and Disability Status, FY2016-FY2020	Investigators, Funded Investigators, Funding Rates Investigators, Gender Investigators, Race/Ethnicity	Disability Status FY Gender IC Mechanism Race/Ethnicity	2016	2020	VIEW REPORT

[https://report.nih.gov/sites/report/files/docs/NIH Principal Investigators by Gender Race Ethnicity and Disability 2016-2020 02 23 2021 PDF.pdf](https://report.nih.gov/sites/report/files/docs/NIH_Principal_Investigators_by_Gender_Race_Ethnicity_and_Disability_2016-2020_02_23_2021_PDF.pdf)

Action – NIH Internal Data FY 21, Q2

RACE / ETHNICITY



SCIENTIFIC
OCCUPATIONS



INFRASTRUCTURE
OCCUPATIONS



HEALTH & RESEARCH
OCCUPATIONS

White	60.5%	5,235
Black or African American	6.4%	550
Asian	28.6%	2,472
Hispanic or Latino	3.5%	300
Two or More Races	0.7%	59
American Indian or Alaska Native	0.4%	32
Native American or Other Pacific Islander	0.1%	7

49.0%	3,766
33.7%	2,592
10.1%	772
4.6%	356
1.5%	115
1.0%	77
0.1%	6

48.5%	1,037
30.7%	656
16.0%	342
3.2%	68
0.5%	11
1.0%	22
0.1%	3

Employees classified in the five racial groups or Two or more races are all non-Hispanic or Latino. Employees classified as Hispanic or Latino may identify with any combination of the five racial categories.

<https://www.edi.nih.gov/people/resources/advancing-racial-equity/nih-workforce-profile-fy21q02>



UNITE Recommendations and Actions Going Forward

UNITE Actions/Priorities Going Forward – Next 6 Months



- To facilitate HD/MH/HE research, the President's budget has proposed increased funding for NIMHD, NINR, NHLBI, and FIC
- Additional FOAs that focus on IC-specific disease/topic areas related to HD/MH/HE
- Develop programs to spur institutional culture change in support of inclusivity and equity

Faculty Institutional Recruitment for Sustainable Transformation (FIRST)

Overarching Goal

- Create cultures of inclusive excellence

Program Objectives:

- Faculty cohort model for hiring, multi-level mentoring, professional development
- Integrated, institution-wide systems to address bias, faculty equity, mentoring, and work/life issues
- Coordination and Evaluation Center (CEC): Independent program evaluation - faculty and institutional level

Estimated Funds Available: \$241 M over 9 years

Institutional Culture Change

Initial FIRST Cohorts



Cornell University®



TUSKEGEE
UNIVERSITY



SAN DIEGO STATE
UNIVERSITY



Icahn
School of
Medicine at
Mount
Sinai



THE UNIVERSITY OF
ALABAMA AT BIRMINGHAM

Institutional Culture Change
FIRST Coordination and Evaluation Center



Scientific Workforce Diversity Seminar Series

Achieving Equity in Faculty Hiring: Pros and Cons of Cohort Recruitment

December 8, 2021, 1 – 2 p.m.

- David Acosta, Association of American Medical Colleges (AAMC)
- Sibby Anderson-Thompkins, University of the South
- Michelle M. Camacho, University of San Diego
- Carla Freeman, Emory University

<https://diversity.nih.gov/science-diversity/swd-seminar-series>



UNITE Actions/Priorities Going Forward – Next 6 Months



- To facilitate HD/MH/HE research, the President's budget has proposed increased funding for NIMHD, NINR, NHLBI, and FIC
- Additional FOAs that focus on IC-specific disease/topic areas related to HD/MH/HE
- Develop programs to spur institutional culture change in support of inclusivity and equity
- Increase URG career opportunities, starting with increasing IC participation in Science Education Partnership Award (SEPA) – targeting K – 12 STEM education

UNITE Actions/Priorities Going Forward – Next 6 Months



- **Examine NIH staff (e.g., PO, SRO) interactions with applicants (e.g., URG applicants) to address bias or inequities that may impact funding opportunities**
- **Develop programs to expand NIH interactions with and support of HBCUs, TCUs and other MSIs**



*Injustice anywhere is a threat to justice
everywhere*

Martin Luther King, Jr



Cell

Leading Edge

 **CellPress**

Commentary

Affirming NIH's commitment to addressing structural racism in the biomedical research enterprise

Francis S. Collins,^{1,*} Amy Bany Adams,² Courtney Aklin,³ Trevor K. Archer,⁴ Marie A. Bernard,^{5,6} Ericka Boone,⁷ John Burklow,⁸ Michele K. Evans,⁶ Sadhana Jackson,^{2,9} Alfred C. Johnson,¹⁰ Jon Lorsch,¹¹ Mia Rochelle Lowden,¹² Anna María Nápoles,¹³ Anna E. Ordóñez,¹⁴ Robert Rivers,¹⁵ Victoria Rucker,^{5,16} Tara Schwetz,³ Julia A. Segre,¹⁷ Lawrence A. Tabak,³ Monica Webb Hooper,¹³ Carrie Wolinetz,³ and NIH UNITE

[DOI: 10.1016/j.cell.2021.05.014](https://doi.org/10.1016/j.cell.2021.05.014) (2021).

The NIH UNITE Initiative

UNITE Co-Chairs

- **Marie A. Bernard**, NIH Office of the Director/Office of the Chief Officer for Scientific Workforce Diversity
- **Alfred Johnson**, NIH Office of the Director/Office of Management
- **Lawrence Tabak**, NIH Office of the Director

UNITE Program Manager

- **Victoria Rucker**, Center for Information Technology/NIH Office of the Director

UNITE Program Support

- **Brittany Chao**, NIH Office of the Director
- **Marzjah Esther**, NIH Office of the Director



U

Courtney Aclin (IMOD/OD)
Mia Rochelle Lowden (ORIP/OD)
Monica Webb Hooper (NIMHD)
Shelli Avenevoli (NIMH)
Dexter Collins (FIC)
Laura Cooper (NIAMS)
Kevin Davis (CIT)
Leslie Littlejohn (NIAMS)
Troy Muhammad (NCI)
Ian Myles (NIAID)
Roland Owens (OIR/OD)
Kelly Ten Hagen (NIDCR)
Brian Trent (NEI)
Della White (NCCIH)
+Cara Finley (IMOD/OD)
+Melissa Laitner (OD)
+Vanessa Marshall (NIMHD)
+Kamilah Rashid (IMOD/OD)

N

Michele K. Evans (NIA)
Anna María Nápoles (NIMHD)
Robert Rivers (NIDDK)
Gwen Bishop (NIDCD)
Vence Bonham (NHGRI)
Juanita Chinn (NICHD)
Janine Clayton (ORWH/OD)
Kathy Etz (NIDA)
Justin Hentges (AoU/OD)
Daryl Holder (CC)
Samantha Jonson (NCATS)
Joan Romaine (NIAAA)
Asha Storm (NIBIB)
Shannon Zenk (NINR)
+Marzjah Esther (OD)

I

Trevor Archer (NIEHS)
Marie A. Bernard (COSWD/OD)
Treava Hopkins-Laboy (OD)
Alfred Johnson (OM/OD)
Talin Barnes (NIEHS)
Gwyn Collins (NCI)
Charles Egwuagu (NEI)
Courtney Fitzhugh (NHLBI)
Kenneth Gibbs (NIGMS)
Kendall Hill (CSR)
Camille Hoover (NIDDK)
Laura Koehly (NHGRI)
Shawn Lewis (NINR)
Marguerite Matthews (NINDS)
Shaun Sims (NIBIB)
Brenda Robles (CC)
+Melissa Espinoza (NIA)

T

Amy Bany Adams (NINDS)
John Burklow (IMOD/OD)
Sadhana Jackson (NINDS, NCI)
Mohammed Aiyegbo (NIAID)
Albert Avila (NIDA)
Samantha Calabrese (NICHD)
Angie Cruz-Albertorio (NCATS)
Carla Garnett (OCPL/OD)
Lakshmi Grama (NCI)
Carl Hashimoto (OIR/OD)
Nakia Makonnen (NIDCD)
Eric Refsland (NIAID)
Eric Sid (NCATS)
Wayne Wang (NHLBI)
Cassie Williams (NIAAA)
+Jesse Isaacman-Beck (IMOD/OD)

E

Ericka Boone (OER/OD)
Jon Lorsch (NIGMS)
Anna E. Ordóñez (NIMH)
Eddie Billingslea (ORWH/OD)
Tiffany Calvert (NIBIB)
Rena D'Souza (NIDCR)
Zeynep Erim (NIBIB)
Leonardo Garzon-Velez (FIC)
Bettie Graham (NHGRI)
Leah Hubbard (NCI)
Patricia Jones (NIA)
Vonda Smith (CSR)
James Washington (NINDS)
Maryam Zaringhalam (NLM)
+Mark Stevens (OM/OD)

Committee Co-Chairs
+Staff Leads



National Institutes of Health

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Scientific Workforce Diversity



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